

Strategic Risk Register: Update July 2022

Rank	Risk	Risk to Corporate Plan	Owner(s)	Inherent Risk Score		Existing Control Measure(s)	Residual Risk Score		Response Category	Target Risk Level		Action Plan
				Impact	Likelihood		Impact	Likelihood		Impact	Likelihood	
1	SR1 Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Head of Finance and Section 151 Officer	3	3	Officer/Member Working Groups - Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2	2	Reduce	1	1	Review of existing budgets against outcomes to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Council's Priorities
			Chief Executive									Development of LATCOs or other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services
												The Strategy contains 4 Pillars to achieve Financial Stability. 1) Investment to gain financial return; 2) Pursuing efficiencies with vigour; 3) Outcomes based resourcing; and 4)
												Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation
												A number of Lean Process Reviews are planned, to follow earlier successful rounds of service review

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2	SR2 The Council fails to meet the £3.9m 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Head of Finance and Section 151 Officer	3	3	Budget and Performance Panel	3	2	Reduce	2	1	<p>Consisting of Executive Team to monitor delivery via monthly and quarterly reports and provide support and challenge to each project as required. Meeting Monthly.</p> <p>Established to provide a central co-ordination point for all the Council's projects. Responsible for co-ordination and monitoring</p> <p>Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel</p> <p>Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance. See above</p> <p>As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond</p>
						Reserves Policy						
						Project Managers						
						Programme Managers						
						Programme Delivery Board						
	Cabinet											
		Chief Executive			Portfolio Holders							

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3	SR3 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. The cost of living crisis means will further exacerbate this.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Head of HR Chief Executive	4	3	Pay and Grading structure in Recruitment and Retention Policy Annual Appraisal Process	3	2	Accept	3	2	The pay and grading structure and job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale; recent experience suggests that this assisted in attracting applicants with the desired skills and values, and a People Strategy is also in development to ensure staff experience, development and management are aligned to support the success of the council's workforce
4	SR4 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects.	Failure to deliver the priority of An Inclusive and Prosperous Local Economy and the outcome of Investment and Regeneration.	Chief Executive Head of Property, Investment and Director for Economic Growth and Regeneration Head of Finance and Section 151 Officer	4	3	Capital Strategy Group	3	3	Reduce	3	2	Asset Management Plan will be completed in September 2022 to ensure its findings can be incorporated into the 2023/24 budget cycle

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5	SR5 Council services are disrupted and / or additional services are required and costs are incurred as a result of national emergencies	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Corporate Director of Communities and Environment	3	3	Lancashire Resilience Forum Emergency Plans Business Continuity Plans Government Planning	3	2	Accept	3	2	<p>The Council continues to adequately resource it's emergency planning function, including maintaining it's team of out of appropriately trained emergency response officers.</p> <p>Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.</p> <p>The Council continues to invest in resilience measures eg technology to facilitate remote homeworking</p> <p>The Council continues to allocate resource to developing its key partnerships LRF, CSP and local resilience partners</p> <p>community resilience through CEPGs and FLAG groups etc</p> <p>The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence)</p>

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6	SR6 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030.	Failure to deliver on the priority of A Sustainable District, and the outcome of Carbon Zero.	Chief Executive	4	4	Delivery Plan in Place	4	2	Accept	4	2	<p>The Council continues to work on the delivery of its action plan</p> <p>The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council into its plans</p>
7	SR7 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive Director for Economic Growth Head of Finance and Section 151 Corporate Director of Communities Head of Legal Services and Monitoring Officer	3	3	Corporate Plan Carbon Zero + Medium Term Financial Strategy (MTFS) Programme Management Corporate Plan/Plan 2030	3	2	Reduce	2	2	Prosperity Plan Local Development Plan Community Wealth Building Strategy

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8	SR8 The Council fails to deliver its key projects due to the lack of staffing capacity and resources (financial) within the Council.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Director for Economic Growth and Regeneration	3	3	Local Plan	3	2	Reduce	3	1	Local Plan
						Medium Term Financial Strategy (MTFS)						Funding the Future Strategy
						Investment Strategy						The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management
						Capital Programme: public private sector partnerships; shared working with other councils; formal partnerships with County Council; external funding via Govt agencies						Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies
												HRBPs working with services where there are staffing capacity issues to find solutions, e.g. succession planning where there are hard to fill roles, more creative online campaigns for recruitment; service reviews to be undertaken as part of OBR. Wider People Strategy to support services to attract and retain staff
												Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding

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9	SR9 The Council's services are disrupted by a cybersecurity issue. Failure to prevent data loss and privacy incidents leading to financial/ data loss, disruption or damage to the reputation of the Council.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Head of Finance and Section 151 Officer	3	2	Business Continuity Plans	2	2	Reduce	2	2	Cyber treatment plan funding obtained to help achieve increase Council resilience and security
						Training of staff in cybersecurity						LGA training funding key officers trained in CISM & CISSP
						Vulnerability Testing						Staff trained in information security principles
						Cloud Hosted Immutable Backups						
						Anti virus devices						
						Network Monitoring						
						Use of firewalls						
NCSC active cyber defence services												
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive	3	3	Continued monitoring and horizon scanning of Government policy	3	2	Reduce	3	2	Continue to develop Council strategic plans and documentation in light of emerging Government policy
						Clear and focused Council strategy to maximise alignment with Government policy and resourcing						

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11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive	4	3	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues Strategic responsiveness through continued risk management review	3	3	Reduce	3	3	Continue to develop agility and resilience across the organisation Strategic risk management approach
12	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.	Failure to operate within financial resources could impact on each of the Council's priorities: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council. In particular, a failure to provide Value for Money could inhibit the authority's aim of operating as a Co-operative, Kind and Responsible Council.	Chief Executive Head of Finance and Section 151 Officer	3	3	Comprehensive, robust and transparent approach to budget development and service delivery	3	2	Reduce	2	2	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas

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13	SR13 The Council's reputation is damaged through local concerns or activities.	Issues of trust and credibility could impact on each of the Council's priorities: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council. In particular, reputational damage could compromise the Council's ability to secure external funding and resource through collaboration, partnership and competitive processes.	Chief Executive	3	2	Pro-active communications and transparency	3	1	Reduce	3	1	Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council
						Strategic management of all Council activities to ensure continued high reputation						Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation
14	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive	3	3	Budget and Performance Panel	3	3	Reduce	3	2	Continue financial forecasting and scenario planning e.g. for energy costs
			Head of Finance and Section 151 Officer			Reserves Policy						Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures

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15	SR15 The Council's infrastructure and assets fail to meet the future needs of the organisation and the residents of the district.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive	3	3	Asset Management Plan	2	2	Reduce	1	2	Conduct a major review of Council infrastructure and assets, taking a future-focused approach to asset management
			Director for Economic Growth and Regeneration									Continuous review of assets and infrastructure
16	SR16 The Council's services fail to adapt to socio-economic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive	2	3	Corporate Plan	2	3	Reduce	1	3	Continuous review of strategy and policy, and alignment with service delivery
						Policy Framework						
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.	Failure to deliver on the some of or all of the priorities of: A Sustainable District; An Inclusive and Prosperous Local Economy; Healthy and Happy Communities; A Co-operative, Kind and Responsible Council	Chief Executive	2	3	Corporate Governance	2	3	Reduce	1	3	Continuous review of governance processes to ensure they are fit for purpose
			Head of Legal Services and Monitoring Officer									Training and development to ensure staff and members are equipped to follow governance requirements

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18	SR18 Failure of the South Lancaster Growth Catalyst programme to deliver high-quality homes and recoup financial investment.	Failure to deliver high-quality homes would limit the Council's ability to fulfil its priority of Healthy and Happy Communities; financial liabilities arising from the programme could compromise Value for Money across the Council's services	Director for Economic Growth and Regeneration	2	3	Programme Management	2	3		1	2	Continued development of partnership working with Lancashire County Council to successfully deliver the programme alongside engagement with local partners and residents
19	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.	Failure to bring forward a coherent Canal Quarter programme would impact on the Council's priority of An Inclusive and Prosperous Local Economy, particularly in terms of Investment and Regeneration	Director for Economic Growth and Regeneration	2	2	Programme Management	2	2	Reduce	1	2	Development of a Canal Quarter Masterplan that sets out a route to successful regeneration of the area in line with local needs and the Council's priorities